



Government of the District of Columbia

Anthony A. Williams, Mayor

Office of Planning

Strategic Business Plan

FY 2004-2005

Office of Planning

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Agency Mission

The Mission of the Office of Planning is to provide planning and information services that strategically guide the preservation, revitalization, and development of the nation's capital city so citizens can participate in a fair and balanced process involving the broadest range of stakeholders.

Issue Statements

Issue Statement #1

The widening income divide in the District will require OP to advocate for greater access to jobs for District citizens and the inclusion of affordable housing in plans and developments.

Issue Statement #2

The critical need to maintain and grow the District's population and economic base to ensure the District's economic vitality will require OP to plan and facilitate that growth by focusing more attention on long-range and neighborhood planning, redevelopment, zoning, and historic preservation.

Issue Statement #3

The challenges inherent in the neighborhood planning initiative as part of Neighborhood Action will require OP to advise the Mayor on how to best evaluate and refine the initiative in the future and to effectively incorporate OP-specific elements into its work plan.

Issue Statement #4

The need to reconnect the District's fabric with federal enclaves and reservations and other large tracts of underutilized land, including the waterfront, will require a sustained effort to work strategically with federal and other District officials and private land owners and developers.

Issue Statement #5

Significant citywide transportation, infrastructure, and other development needs will require OP to balance those needs with the preservation of the L'Enfant plan and specific historic preservation and neighborhood quality of life concerns.

Issue Statement #6

The rapid pace of change in IT, especially GIS technology, will generate demand from both internal and external customers for more sophisticated processes that OP will not be able to deliver for managing and distributing spatial information.

Issue Statement #7

The major issues confronting OP and the District will require OP to effectively manage the Comprehensive Plan process and ensure zoning consistency with and support of the major issues listed above.

Issue Statement #8

Citizen perceptions of the Office of Planning will require an increased emphasis on communications with the public and other stakeholders.

Issue Statement #9

The growth of OP's administrative resources has not kept pace with the rapid rate of growth in agency programs and mandatory reporting requirements which results in increased personnel turnover, reduced efficiency and effectiveness, and lower quality products and services.

Strategic Results Goals

Strategic Result Goal #1

Promote neighborhood revitalization and preservation for increased physical, economic, and social equity by:

- supporting the Mayor's housing goals by:
 - including 2000 units of housing in zoning recommendations and neighborhood plans by 9/30/05
- implementing OP's share of the FY 2004 SNAP action items by 9/30/05

Strategic Result Goal #2

Promote the revitalization of downtown and waterfronts for all District residents by supporting the Mayor's downtown housing, commercial corridor revitalization, and waterfront goals, by:

- advocating for 9,100 units of downtown housing by 2010 by including downtown housing in plans
- completing two neighborhood commercial corridor strategies by 9/30/05
- addressing four action items as part of the AWI Framework Plan.

Strategic Result Goal #3

Promote an efficient, balanced, and inclusive land use regulatory process by continuing to use mediation services to help resolve land use disputes and reviewing 60 major zoning cases in FY 2004 and 2005.

Strategic Result Goal #4

Preserve and promote historic assets by bringing at least half of historic law violations into compliance annually, and expanding outreach efforts and ensuring effective protection of historic properties.

Strategic Result Goal #5

Expand outreach, education, and communications to better inform and involve citizens by posting at least half of the Office of Planning's plans on its web site within 30 days of their issuance.

Strategic Result Goal #6

Strengthen the agency's intergovernmental role to ensure effective planning by completing at least 20% of the revision process of the District Elements of the Comprehensive Plan by 9/30/05.

Strategic Result Goal #7

Enhance the agency's effectiveness as the principal source of spatial information for planning the future of the District by ensuring that 60% of customers in FY 2004 (70% in FY 2005) report that they have the key information they need to fulfill their role in planning the city.

Program and Activity Structure

PROGRAMS

- I. Zoning Review and Historic Preservation**
- II. Neighborhood Planning**
- III. Revitalization Planning**
- IV. Long Range Planning**
- V. Agency Management**

I. PROGRAM: Zoning Review and Historic Preservation

A. ACTIVITY: Zoning Review

- 1) Service: Recommendation reports to the Zoning Commission
- 2) Service: Recommendation reports to the Board of Zoning Adjustment
- 3) Service: Environmental assessment recommendation reports
- 4) Service: Citizen advisory and assistance services
- 5) Service: Agency advisory and assistance services
- 6) Service: Large Tract Review recommendations
- 7) Service: Downtown development district certifications
- 8) Service: Transfer development rights approvals
- 9) Service: Project recommendation reports (City Memorials & Monuments Commission, Chinatown)
- 10) Service: Representations (National Capital Planning Commission, Mayor's Agent, Public Space Committee)

B. ACTIVITY: Historic Preservation Review

- 1) Service: Historic district inspections (notices of infraction, violation notices, stopwork notices)
- 2) Service: Representations (City Memorials & Monuments Commission)
- 3) Service: Testimonies at hearings (Historic District Adjudication, Mayor's Agent, Old Georgetown Board, Historic Preservation Review Board)
- 4) Service: Survey forms and reports
- 5) Service: Historic preservation workshops
- 6) Service: Historic preservation pamphlets, brochures, and other mailings
- 7) Service: Historic district building permit application approvals
- 8) Service: Historic district building permit application reports
- 9) Service: Citizen advisory and assistance services
- 10) Service: Agency advisory and assistance services
- 11) Service: National Register nominations
- 12) Service: Parking waivers
- 13) Service: Tax credit application recommendations
- 14) Service: Historic preservation clearances
- 15) Service: Historic landmark designation reports
- 16) Service: Historic district designation reports
- 17) Service: Section 106 review approvals, letters, and MOAs
- 18) Service: Historic preservation subgrants

II. PROGRAM: Neighborhood Planning

A. ACTIVITY: Neighborhood Planning

- 1) Service: Strategic Neighborhood Action Plans (SNAPs)
- 2) Service: Strategic Development Plans
- 3) Service: SNAP updates
- 4) Service: Advisory and technical assistance services
- 5) Service: Workshops, Neighborhood forums
- 6) Service: Intra-District agency action plan and neighborhood plan coordination

III. PROGRAM: Revitalization Planning

A. ACTIVITY: Revitalization Planning

- 1) Service: Comprehensive Plans for waterfront, downtown, TOD and neighborhood commercial districts
- 2) Service: Design review
- 3) Service: Workshops and charettes
- 4) Service: Technical assistance
- 5) Service: Land development and disposition strategies (RFQs, RFPs, RFEIs)

IV. PROGRAM: Long Range Planning

A. ACTIVITY: Comprehensive Planning

- 1) Service: Comprehensive Plan
- 2) Service: Land-use elements progress reports
- 3) Service: Proposed comprehensive plan amendment analysis reports
- 4) Service: Comprehensive plan public hearings
- 5) Service: OP-generated comprehensive plan amendments

B. ACTIVITY: Planning Information Management, Analysis, & Distribution

- 1) Service: Maps
- 2) Service: Data sets, spreadsheets, and graphics (GIS, census, planning info.)
- 3) Service: Telephone responses
- 4) Service: 3-D visualizations
- 5) Service: Documents
- 6) Service: Analyses of spatial, census, & other data
- 7) Service: GIS support request responses
- 8) Service: Databases
- 9) Service: Mapping applications
- 10) Service: Mapping utilities

V. PROGRAM: Agency Management

A. ACTIVITY: Personnel

- 1) Service: Candidate Selection Recommendations
- 2) Service: Recruitment Events
- 3) Service: Job Postings
- 4) Service: Job Analyses
- 5) Service: Personnel Policy Interpretations
- 6) Service: Personnel Policy Recommendations
- 7) Service: Personnel Policy and Procedure Updates
- 8) Service: Employee Complaint Investigation Reports

- 9) Service: Employee Relations Management Consultations
- 10) Service: Grievance Hearings
- 11) Service: Employee Interviews
- 12) Service: Benefit Plans
- 13) Service: Employee Inquiry Responses
- 14) Service: Organization Development Facilitations
- 15) Service: Drug and Alcohol Tests
- 16) Service: Other

B. ACTIVITY: Training and Employee Development

- 1) Service: Occupational Certification Sessions
- 2) Service: Computer-Based Training Sessions
- 3) Service: Internal Educational Consulting Sessions
- 4) Service: Employee Handbooks
- 5) Service: Policy Manuals
- 6) Service: Training Assessments
- 7) Service: Program Management (special programs)
- 8) Service: Training Classes, Seminars, Workshops
- 9) Service: Tracking System
- 10) Service: Other

C. ACTIVITY: Labor Management Partnerships

- 1) Service: Labor-Management partnership action plans

D. ACTIVITY: Contracting and Procurement

- 1) Service: Contract Preparation, Administration, Monitoring and Compliance
- 2) Service: Bid Requests/Recommendations
- 3) Service: Change Orders
- 4) Service: Technical Assistance
- 5) Service: Purchase Reports
- 6) Service: Other

E. ACTIVITY: Property Management

- 1) Service: Large Copy Jobs
- 2) Service: Copy Machine Provisions
- 3) Service: Copy Machine Repairs
- 4) Service: Internal Mail Service Deliveries
- 5) Service: External Mail Deliveries
- 6) Service: Furniture Allocations
- 7) Service: Space Allocations
- 8) Service: Facility Coordinations
- 9) Service: Furniture Relocations
- 10) Service: Other

F. ACTIVITY: Information Technology

- 1) Service: Computer Installation, Repair, Upgrades, and Preventative Maintenance Service Calls
- 2) Service: Computer Hardware/Software Support
- 3) Service: Programming
- 4) Service: LAN Maintenance
- 5) Service: Software Licenses and Upgrades
- 6) Service: Long Range Information Systems Plans
- 7) Service: Telephone Voice Mail Accounts
- 8) Service: Telephone Service Repairs
- 9) Service: Website Hosting and Management
- 10) Service: Email Accounts
- 11) Service: Other

G. ACTIVITY: Financial Management

- 1) Service: Agency Budget (Operating, Capital, intra-District) Development and Monitoring
- 2) Service: Revenue and Expenditures Tracking Reports
- 3) Service: Revenue and Expenditure Estimates
- 4) Service: Annual Financial Report
- 5) Service: Capital Project/Grant Closeouts
- 6) Service: Grant Management/Allocations
- 7) Service: Budget Variance Analyses
- 8) Service: Budget Change Requests
- 9) Service: Fund Certifications
- 10) Service: Petty Cash Auditing and Handling Services
- 11) Service: Accounts Receivable Services
- 12) Service: Cost Allocations
- 13) Service: Travel Invoice Payments
- 14) Service: Audit Monitoring and Reports
- 15) Service: Fixed Asset Reports
- 16) Service: Fixed Asset Inventory
- 17) Service: Vendor Payments
- 18) Service: Employee Reimbursements
- 19) Service: Purchase Card Training
- 20) Service: Accounting Entries
- 21) Service: Closing Entries
- 22) Service: Other

H. ACTIVITY: Risk Management

- 1) Service: Risk Assessments
- 2) Service: Risk Mitigation Plans
- 3) Service: Risk Reduction Policies
- 4) Service: Incident Analyses
- 5) Service: Accident Investigations
- 6) Service: Risk Mitigation Plan Audits
- 7) Service: Safety Compliance
- 8) Service: Legal Claims
- 9) Service: Other

I. ACTIVITY: Legal

- 1) Service: Legal Sufficiency Reviews
- 2) Service: Statutory & Regulatory Interpretations
- 3) Service: Audits
- 4) Service: Claims Reviews
- 5) Service: Legal Opinions
- 6) Service: Copies of Laws & Regulations
- 7) Service: Regulation Drafts
- 8) Service: Contract Reviews
- 9) Service: Consultations
- 10) Service: Research Opinions
- 11) Service: Liaisons to Office of Corporation Council (OCC)
- 12) Service: Other

J. ACTIVITY: Communications

- 1) Service: Newsletters
- 2) Service: Informational Bulletins
- 3) Service: Informational Meetings
- 4) Service: New Employee Packages
- 5) Service: Internal Council/Forum Sessions/Meetings
- 6) Service: Media request responses
- 7) Service: Promotional campaigns
- 8) Service: Posters, brochures, and newsletters

- 9) Service: Supported special events
- 10) Service: Speaking engagements
- 11) Service: Media outreach services
- 12) Service: Website content
- 13) Service: Workshops
- 14) Service: School curricula
- 15) Service: School patrols
- 16) Service: Freedom of Information Act (FOIA) Reports
- 17) Service: Congressional inquiry responses
- 18) Service: Council inquiry responses
- 19) Service: Other

K. ACTIVITY: Customer Service

- 1) Service: Customer Inquiry Responses
- 2) Service: Customer Surveys
- 3) Service: Customer Service Responses
- 4) Service: Community outreach sessions
- 5) Service: Web-based customer responses (intra and inter net)
- 6) Service: Customer consultations
- 7) Service: Other

L. ACTIVITY: Performance Management

- 1) Service: Strategic Business Plans
- 2) Service: e.g. Scorecard Reporting
- 3) Service: e.g. Agency Director Contract Reporting
- 4) Service: e.g. Accountability Plan Reporting
- 5) Service: e.g. Benchmarking Reporting
- 6) Service: e.g. SNAP Initiative Tracking
- 7) Service: Other

Program Purpose Statements and Results

Program 1 - ZONING REVIEW AND HISTORIC PRESERVATION ¹

The Zoning Review and Historic Preservation program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Zoning Review and Historic Preservation program is to provide expert recommendation, assistance, and facilitation services, and historic preservation expertise, regulatory enforcement, and financial assistance services to other government agencies, boards, commissions, and citizens so they can make informed and educated decisions on zoning proposals, development projects, permit applications, and appreciate, preserve, and enhance historic properties.

Key Result Measures:

1. Percent of OP reports that meet the expectations of boards/commissions (FY04 target: 80%; FY05 target: 85%)
2. Percent of historic preservation law violations brought into compliance (FY04 target: TBD; FY05 target: 50%)

Program 2 - NEIGHBORHOOD PLANNING

The Neighborhood Planning program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Neighborhood Planning activity is to provide strategic neighborhood action plan and neighborhood plan development, update, and coordination services to DC citizens, neighborhood stakeholders, and other DC agencies so they can participate in the development of citizen-initiated neighborhood priorities.

Key Result Measure:

1. Percent of identified cluster stakeholders who participated in neighborhood planning processes (FY04 target: 50%; FY05 target: 50%)

Program 3 - REVITALIZATION PLANNING

The Revitalization Planning program primarily supports the Citywide Strategic Priority area of *Promoting Economic Development*. The purpose of the Revitalization Planning activity is to provide downtown, waterfront, transit-oriented development (TOD) and neighborhood commercial revitalization planning services to DC citizens, neighborhood stakeholders, and federal and District agencies so they can have strategic framework plans that promote short and long term revitalization and economic development goals for neighborhoods and the city overall.

Key Result Measure:

1. Percent of strategic framework plan implementation items completed by the end of the fiscal year (take a snapshot on 9/30 each year) (FY04 target: 50%; FY05 target: 50%)

Program 4 - LONG-RANGE PLANNING

The Long-Range Planning program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Long-Range Planning program is to provide data analysis,

¹ The agency Key Result Measures reflect updates agreed upon during the FY 2005 budget development process. Please refer to the agency's budget chapter in the FY 2005 Proposed Budget and Financial Plan for details regarding specific Key Result Measures.

information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other DC and federal agencies, and other decisionmakers of the District so they can have the information they need to plan, develop, and preserve the city.

Key Result Measures:

1. Percent of customers who report they have the information they need to fulfill their role in planning the city (FY04 target: 60%; FY05 target: 70%)
2. Percent of non-life safety, non-OCTO CIP project requests reviewed by the Office of Planning as part of the Budget Review Team activities (FY04 target: 75%; FY05 target: 75%)

Program 5 - AGENCY MANAGEMENT

The Agency Management program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so it has the necessary tools to achieve operational and programmatic results.

Key Result Measures:

1. Dollars saved by agency-based labor management partnership project(s) (FY04 target: TBD; FY05 target: TBD)
2. Percent variance of estimate to actual expenditures (FY04 target: 5%; FY05 target: 5%)
3. Cost of Risk (FY04 target: TBD; FY05 target: TBD)
4. Rating of 4-5 on all four telephone service quality criteria:
 - 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
5. Percent of Key Result Measures achieved (FY04 target: 70%; FY05 target: 70%)

Activity Purpose Statements and Performance Measures

PROGRAM	Zoning Review and Historic Preservation
Activity	Zoning Review
Activity Purpose Statement	The purpose of the Zoning Review activity is to provide expert recommendation, assistance and facilitation services to boards/commissions, other city agencies and citizens so they can make informed and educated decisions on zoning proposals, development projects and permit applications.
Services that Comprise the Activity	Recommendation reports to the Zoning Commission Recommendation reports to the Board of Zoning Adjustment Environmental assessment recommendation reports Citizen advisory and assistance services Agency advisory and assistance services Large Tract Review recommendations Downtown development district certifications Transfer development rights approvals Project recommendation reports (City Memorials & Monuments Commission, Chinatown) Representations (National Capital Planning Commission, Mayor's Agent, Public Space Committee)
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> % of OP reports that meet or exceed the expectations of boards/commissions (FY04 target: 80%; FY05 target: 85%) % of citizens who feel that they were a part or believed they had an opportunity to be a part of the public process (Note: this could be part of District-wide citizen survey)</p> <p>Outputs: # of reports # of hearings attended # of mediations attended</p> <p>Demand: # of applications received</p> <p>Efficiency: \$ cost per report</p>
Responsible Program Manager	ELLEN MCCARTHY
Responsible Activity Manager	JENNIFER STEINGASSER
FY 2005 Budget (Gross Funds)	\$1,153,474
FTE's	14

PROGRAM	Zoning Review and Historic Preservation
Activity	Historic Preservation
Activity Purpose Statement	The purpose of the Historic Preservation activity is to provide historic preservation expertise and technical guidance, regulatory enforcement and financial assistance services to historic property owners, other government agencies and community preservation groups so they can preserve, enhance and broaden public awareness and appreciation of historic properties.
Services that Comprise the Activity	<p>Historic district inspections (notices of infraction, violation, stopwork)</p> <p>Representations (City Memorials & Monuments Commission)</p> <p>Testimonies at hearings (Historic District Adjudication, Mayor's Agent, Old Georgetown Board, Historic Preservation Review Board)</p> <p>Survey forms and reports</p> <p>Historic preservation workshops</p> <p>Historic preservation pamphlets, brochures, and other mailings</p> <p>Historic district building permit application approvals</p> <p>Historic district building permit application reports</p> <p>Citizen advisory and assistance services</p> <p>Agency advisory and assistance services</p> <p>National Register nominations</p> <p>Parking waivers</p> <p>Tax credit application recommendations</p> <p>Historic preservation clearances</p> <p>Historic landmark designation reports</p> <p>Historic district designation reports</p> <p>Section 106 review approvals, letters, and MOAs</p> <p>Historic preservation subgrants</p>
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>% of historic preservation law violations brought into compliance(FY04 target: TBD; FY05 target: 50%)</p> <p>% of historic preservation applicants who are satisfied with historic preservation application and approval process</p> <p>% of District residents who report that historic property is being properly protected (Note: this could be part of District-wide citizen survey)</p> <p><u>Outputs:</u></p> <p># of historic property construction and design cases reviewed</p> <p># of inspections completed</p> <p># of buildings documented for historic potential</p> <p># of buildings designated as landmarks or in historic districts</p> <p># of citizens contacted by direct mail or at community meetings</p> <p><u>Demand:</u></p> <p># of inspections requested</p> <p><u>Efficiency:</u></p> <p>\$ cost per case reviewed</p>
Responsible Program Manager	ELLEN MCCARTHY
Responsible Activity Manager	LISA BURCHAM
FY 2005 Budget (Gross Funds)	\$1,081,333
FTE's	11.1

PROGRAM	Neighborhood Planning
Activity	Neighborhood Planning
Activity Purpose Statement	The purpose of the Neighborhood Planning activity is to provide strategic neighborhood action plan and neighborhood plan development, update, and coordination services to DC citizens, neighborhood stakeholders, and other DC agencies so they can participate in the development of citizen-initiated neighborhood priorities.
Services that Comprise the Activity	Strategic Neighborhood Action Plans (SNAPs) Strategic Development Plans SNAP updates Advisory and technical assistance services Workshops, Neighborhood forums Intra-District agency action plan and neighborhood plan coordination
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) <i>% of identified cluster stakeholders who participated in neighborhood planning processes (FY04 target: 50%; FY05 target: 50%)</i></p> <p><u>Outputs:</u> # of residents engaged through neighborhood forums # of SNAPs completed/updated (note – this measure is “all” one year, “none” the next) # of neighborhood plan requests from SNAP process responded to</p> <p><u>Demand:</u> # of clusters # of neighborhood plan requests from SNAP process</p> <p><u>Efficiency:</u> \$ cost per SNAP completed/updated \$ cost per neighborhood plan completed</p>
Responsible Program Manager	TONI GRIFFIN
Responsible Activity Manager	TONI GRIFFIN
FY 2005 Budget (Gross Funds)	\$358,784
FTE's	4

PROGRAM	Revitalization Planning
Activity	Revitalization Planning
Activity Purpose Statement	The purpose of the Revitalization Planning activity is to provide downtown, waterfront, transit-oriented development (TOD) and neighborhood commercial revitalization planning services to DC citizens, neighborhood stakeholders, and federal and District agencies so they can have strategic framework plans that promote revitalization and economic development for neighborhoods and the city overall.
Services that Comprise the Activity	Comprehensive Plans for waterfront, downtown, TOD and neighborhood commercial districts Design reviews Workshops and charettes Technical assistance Land development and disposition strategies (RFQs, RFPs, RFEIs)
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> % of strategic framework plan implementation items completed by the end of the fiscal year (take a snapshot on 9/30 each year) (FY04 target: 50%; FY05 target: 50%)</p> <p><u>Outputs:</u> # of residents and stakeholders engaged through revitalization planning process # of revitalization plans underway or completed</p> <p><u>Demand:</u> # of plans efforts requested through SNAP process, Mayor's Office, DC Council or District agency</p> <p><u>Efficiency:</u> \$ cost per revitalization planning process</p>
Responsible Program Manager	TONI GRIFFIN
Responsible Activity Manager	TONI GRIFFIN
FY 2005 Budget (Gross Funds)	\$1,109,573
FTE's	11.3

PROGRAM	Long-Range Planning
Activity	Comprehensive Planning
Activity Purpose Statement	The purpose of the Comprehensive Planning activity is to provide long-range (20 year) citywide planning services to OP, neighborhood stakeholders, citizens, businesses, other DC agencies, and other decisionmakers of the District so they can have an understandable Comprehensive Plan that addresses the city's challenges and achieves the city's policies.
Services that Comprise the Activity	Comprehensive Plan Land-use elements progress reports Proposed comprehensive plan amendment analysis reports Comprehensive plan public hearings OP-generated comprehensive plan amendments
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) <i>% of non-life safety, non-OCTO CIP project requests reviewed by the Office of Planning as part of the Budget Review Team activities (FY04 target: 75%; FY05 target: 75%)</i></p> <p><u>Outputs:</u> # of zoning consistency reports completed # of land-use element progress reports completed # of comp plan public meetings held # of proposed comp plan amendment analysis reports</p> <p><u>Demand:</u> # of zoning consistency reports requested # of land-use element progress reports requested/anticipated # of comp plan public meetings requested # of proposed comp plan amendment analysis reports requested</p> <p><u>Efficiency:</u> \$ cost per report \$ cost per meeting</p>
Responsible Program Manager	JULIE WAGNER
Responsible Activity Manager	JULIE WAGNER
FY 2005 Budget (Gross Funds)	\$129,413
FTE's	2.5

PROGRAM	Long-Range Planning
Activity	Planning Information Management, Analysis, & Distribution
Activity Purpose Statement	The purpose of the Planning Information Management, Analysis, & Distribution activity is to provide data analysis, management, and dissemination services to OP, District and Federal agencies and neighboring jurisdictions, neighborhood stakeholders, citizens, businesses, and decisionmakers so they can have the information they need to fulfill their role in planning the city in a timely manner.
Services that Comprise the Activity	<p>Maps</p> <p>Data sets, spreadsheets, and graphics (GIS, census, planning info.)</p> <p>Telephone responses</p> <p>3-D visualizations</p> <p>Documents</p> <p>Analyses of spatial, census, & other data</p> <p>GIS support request responses</p> <p>Databases</p> <p>Mapping applications</p> <p>Mapping utilities</p>
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>% of customers who report they have the key information they need to fulfill their role in planning the city (FY04 target: 60%; FY05 target: 70%)</p> <p>% of OP line staff who routinely use GIS technology to visualize information and enhance their ability to understand and convey that information</p> <p>% of requests fulfilled within X time</p> <p>Outputs:</p> <p># of maps, graphics, and spreadsheets produced</p> <p># of hits to interactive servers</p> <p># of downloaded documents</p> <p># of data requests fulfilled</p> <p>Demand:</p> <p># of requests for information</p> <p>Efficiency:</p> <p>\$ cost per request fulfilled by contractor</p> <p>\$ cost per request fulfilled by OP employee</p>
Responsible Program Manager	JULIE WAGNER
Responsible Activity Manager	CHARLIE RICHMAN
FY 2005 Budget (Gross Funds)	\$553,100
FTE's	7.5

PROGRAM	Agency Management
Activity	Personnel
Activity Purpose Statement	The purpose of the personnel activity is to provide human resources services to department management so they can hire, manage, and retain a qualified and diverse workforce.
Services that Comprise the Activity	Workforce Plans Candidate Selection Recommendations Recruitment Plans Job Postings Job Analyses and Classification Personnel Policy Interpretations Personnel Policy Recommendations Legal and Regulatory Interpretations Personnel Policy and Procedure Updates Employee Complaint/Grievance Investigation Reports Grievance Hearings Employee Interviews Benefit Consultations Employee Inquiry Responses Organization Development Facilitations and Consultations Other
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 2% <i>(agency)</i> vacancy rate [<i>(Agency)</i> vacancy rate will be calculated quarterly. The formula to calculate= # of vacant authorized <i>(agency)</i> positions/# of authorized <i>(Agency)</i> positions.] 5% reduction in <i>(Agency)</i> employee turnover rate as compared with FY 2003 baseline data. [<i>(Agency)</i> had a ____% turnover rate in FY03] Formula to calculate data = # of CFT and TFT <i>(Agency)</i> employees who leave the agency within a fiscal year / # of CFT and TFT <i>(Agency)</i> employees authorized in the fiscal year % of workforce plan commitments met</p> <p>Outputs: # of employees (FTEs) supported # of exit interviews conducted # of budgeted positions filled # of workforce action plan actions completed on time # employee complaint investigation reports completed</p> <p>Demand: # of authorized FTE positions in <i>(Agency)</i> budget # of workforce plan actions anticipated</p> <p>Efficiency: Ratio of HR staff to total personnel (FTEs) HR cost as a % of HR budget Total personnel costs per FTE</p>
Responsible Program Manager	DAVID KING
Responsible Activity Manager	ANDREA ANDERSON
FY 2005 Budget (Gross Funds)	\$252,032
FTE's	1.7

PROGRAM	Agency Management
Activity	Training and Employee Development
Activity Purpose Statement	The purpose of the training and employee development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Training Classes, Seminars and Workshops Occupational Certification Sessions Computer-based Training Sessions Tracking System Internal Educational Consulting Sessions Employee Handbooks Training Assessments Program Management (Special Programs) Other
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>70% of training session participants report they learned new skills they can use on the job</p> <p>70% of all training requests fulfilled within six (6) months</p> <p>10% increase of employees who receive occupational-related certification as compared with FY 2002 baseline data</p> <p>55% of <i>(agency)</i> personnel receive training and cross-training to increase internal capacity</p> <p>75% of new hires trained in customer service within the first 90 days of employment</p> <p><u>Outputs:</u></p> <p># of participant training days</p> <p># of employees trained</p> <p><u>Demand:</u></p> <p># of training applications expected</p> <p><u>Efficiency:</u></p> <p>\$ per training day for "no-shows"</p> <p>Total training cost per training participant day</p>
Responsible Program Manager	DAVID KING
Responsible Activity Manager	ANDREA ANDERSON
FY 2005 Budget (Gross Funds)	\$91,436
FTE's	0.5

PROGRAM	Agency Management
Activity	Labor Management Partnership
Activity Purpose Statement	The purpose of the labor management partnership activity is to create a structure in which [Agency] can proactively and collaboratively resolve workplace issues.
Services that Comprise the Activity	Labor-Management partnership action plans Labor-Management partnership best practices L-M Partnership Communication/Promotional materials (e.g. newsletter) Other
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> <i>\$\$ saved by agency-based labor management partnership project(s) (FY04 target: TBD; FY05 target: TBD)</i></p> <p>Outputs: # of agency partnerships # of agency partnership projects completed # of planned training programs delivered</p> <p>Demand: # of agency administrations and or bargaining units (partnership opportunities) # of agency partnership projects initiated or ongoing from prior year(s) # of training programs planned</p> <p>Efficiency: \$ per agency partnership formed \$ per agency partnership project completed \$ per training program delivered</p>
Responsible Program Manager	DAVID KING
Responsible Activity Manager	ANDREA ANDERSON
FY 2005 Budget (Gross Funds)	\$0
FTE's	0.5

PROGRAM	Agency Management
Activity	Contracting and Procurement
Activity Purpose Statement	The purpose of the contracting and procurement activity is to provide contracts management, purchasing, and technical assistance to department management and staff so they can obtain the services and commodities they need within budget, on time, and according to customer specifications.
Services that Comprise the Activity	Contract Preparation, Administration, Monitoring and Compliance Bid Requests/Recommendations Change Orders Technical Assistance Purchase Reports Other
Activity Performance Measures (Target & Measure)	Results: (<i>Key Result Measures Italicized</i>) 80% of completed purchase requisitions under \$100,000 will result in purchase orders within 14 business days 50% of completed purchase requisitions over \$100,000 will result in purchase orders within 120 calendar days Outputs: # of purchase orders under \$100,000 processed # of purchase orders over \$100,000 processed Demand: # completed purchase requisitions received Efficiency: Purchasing cost per procurement dollar handled
Responsible Program Manager	DAVID KING
Responsible Activity Manager	EDWARD GIEFER
FY 2005 Budget (Gross Funds)	\$50,728
FTE's	0.5

PROGRAM	Agency Management
Activity	Property Management
Activity Purpose Statement	The purpose of the facility support activity is to provide real estate and facility services to agencies to meet their real estate/facility needs so they can meet their programmatic goals to OP staff a timely, efficient, and effective manner in keeping with current District operations, industry standards and best practices.
Services that Comprise the Activity	Strategic planning Site Acquisition Lease Negotiations Lease management Lease administration Space planning Space Allocations Utility Management Fixed Cost Projections Security Services Emergency Response Relocation Support Facility Services Contract Management Postal Capital Construction Parking Services Facility Coordination Furniture Relocations Recycling Services
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>% of changes in real estate requirements filed with OPM with at least six months notice</p> <p>% of facility improvement projects in OP facilities will be completed on time and on budget .</p> <p>% of solid waste consisting of recyclable materials</p> <p>% of agency materials/supplies consisting of recycled content</p> <p><u>Output:</u></p> <p># Change orders for real estate requirements</p> <p># facility improvement projects</p> <p># tons/pounds of recyclable materials</p> <p># tons/pounds of non-recyclable solid waste</p> <p>\$ value of recycled materials/supplies purchased</p> <p>\$ value of ALL materials/supplies purchased</p> <p><u>Demand:</u></p> <p># Change orders anticipated for real estate requirements</p> <p># anticipated facility improvement projects</p> <p># tons/pounds anticipated of recyclable solid waste</p> <p># tons/pounds anticipated of non-recyclable solid waste</p> <p>\$ value of anticipated recycled materials/supplies to be purchased</p> <p>\$ value of anticipated ALL materials/supplies to be purchased</p> <p><u>Efficiency:</u></p>

	\$ amount of internal support costs per employee (agency-wide)
Responsible Program Manager	DAVID KING
Responsible Activity Manager	GWEN MCCALL
FY 2005 Budget (Gross Funds)	\$985,054
FTE's	0.5

PROGRAM	Agency Management
Activity	Information Technology
Activity Purpose Statement	The purpose of the information technology activity is to provide network, telephone, and computer hardware and software support and information services to department management and staff so they can use technologies to produce, communicate, and manage information without undue delay.
Services that Comprise the Activity	Computer Installation, Repair, Upgrades and Preventative Maintenance Service Calls Computer Hardware/Software Support Programming LAN Maintenance Software Licenses and Upgrades Long Range Information Systems Plans Telephone Voice Mail Accounts Telephone Service Repairs Website Hosting and Management Email Accounts Other
Activity Performance Measures (Target & Measure)	<u>Results:</u> <i>(Key Result Measures Italicized)</i> 75% of service requests responded to within 2 business days <u>Outputs:</u> # of workstations supported # of service call responses handled # of technological solutions implemented <u>Demand:</u> # of users # of <i>(agency)</i> activities <u>Efficiency:</u> Information technology support costs per workstation \$ per technological solution implemented
Responsible Program Manager	DAVID KING
Responsible Activity Manager	CHARLIE RICHMAN
FY 2005 Budget (Gross Funds)	\$325,830
FTE's	0.5

PROGRAM	Agency Management
Activity	Financial Management
Activity Purpose Statement	The purpose of the financial services activity is to provide financial and budgetary information to department program/administrative units in order to ensure the appropriate collection/allocation, utilization and control of city resources.
Services that Comprise the Activity	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Annual Financial Report Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management Other
Activity Performance Measures (Target & Measure)	Results: <i>(Key Result Measures Italicized)</i> % variance of estimate to actual expenditure (FY04 target: <5%; FY05 target: <5%) 5% variance of estimate to actual revenue 10% expenditure variance by program agency wide 90% of OP program managers who stay within their fiscal year budget 90% of external audit findings resolved within 60 calendar days 70% of internal audit findings resolved within 90 calendar days Outputs: # of monthly reports sent to program managers within established timeframes # of capital projects closed # of grants billed Demand: # of new capital projects authorized # of operating programs authorized Efficiency: Total department budget per dollar of financial monitoring expense
Responsible Program Manager	DAVID KING
Responsible Activity Manager	EDWARD GIEFER
FY 2005 Budget (Gross Funds)	\$77,934
FTE's	0.8

PROGRAM	Agency Management
Activity	Risk Management
Activity Purpose Statement	The purpose of the risk management activity is to provide risk mitigation strategies and services to OP and its employees so they can avoid exposure to risks and reduce the likelihood of injury and related costs.
Services that Comprise the Activity	Risk Assessments Risk Mitigation Plans Risk Reduction Policies Incident Analyses Risk Mitigation Plan Audits Other
Activity Performance Measures (Target & Measure)	Results: <i>(Key Result Measures Italicized)</i> <i>Cost of Risk (FY04 target: TBD; FY05 target: TBD)</i> 10% reduction of employees injured receiving medical attention as compared with FY 2003 baseline data 10% reduction in the number of vehicle-related accident claims as compared with FY 2003 baseline data Outputs: # of logged medical attention injury reports # of medical attention injury reports investigated # of risk assessments completed Demand: # of risk assessments Efficiency: \$ per incident investigated
Responsible Program Manager	DAVID KING
Responsible Activity Manager	GWEN MCCALL
FY 2005 Budget (Gross Funds)	\$42,358
FTE's	0.5

PROGRAM	Agency Management
Activity	Legal Services
Activity Purpose Statement	The purpose of the legal services activity is to provide legal advice, review, and support to OP staff so they can ensure that the services provided by OP are consistent with D.C. and federal laws, rules, and regulations.
Services that Comprise the Activity	Legal Sufficiency Reviews Statutory & Regulatory Interpretations Audits Claims Reviews Legal Opinions Copies of Laws & Regulations Regulation Drafts Contract Reviews Consultations Research Opinions Liaisons to Office of Corporation Council (OCC) Other
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>90% of requests for legal advice/review responded to within established timeframes (due dates vary on a case by case basis).</p> <p>90% of claims and lawsuits responded to within 30 business days of receipt</p> <p>95% of FOIA requests responded to within 10 business days of receipt</p> <p>70% of employee grievances and discrimination complaints resolved without administrative litigation</p> <p>% of agency actions (hearing appearances, reports filed, etc) required by court order met within agreed timetables²</p> <p>Outputs:</p> <p># of requests for legal advice/review responded to</p> <p># of claims/lawsuits/FOIA requests responded to</p> <p># of employee grievances and discrimination complaints resolved</p> <p># of amendments to laws, rules, regulations, and policies drafted, reviewed, and finalized</p> <p>Demand:</p> <p># of citizen/vendor claims and lawsuits anticipated</p> <p>Efficiency:</p> <p>\$ cost per citizen/vendor claim paid</p>
Responsible Program Manager	DAVID KING
Responsible Activity Manager	DAVID KING
FY 2005 Budget (Gross Funds)	\$50,728
FTE's	0.5

² To be measured by the Office of Corporation Counsel and the Office of Risk Management

PROGRAM	Agency Management
Activity	Communications
Activity Purpose Statement	The purpose of the communications activity is to provide regular program communication services to OP employees so they can have the knowledge and information they need to be effective in their jobs; and departmental information to the media, community associations, residents, and elected officials to increase public awareness of departmental programs, issues and challenges.
Services that Comprise the Activity	Newsletters Informational Bulletins Informational Meetings New Employee Packages Internal Council/Forum Sessions/Meetings Media Request Responses Promotional Campaigns Posters, Brochures, and Newsletters Supported Special Events Speaking Engagements Media Outreach Services Website Content Workshops School Curricula School Patrols Freedom of Information Act (FOIA) Reports Congressional Inquiry Responses Council Inquiry Responses Other
Activity Performance Measures (Target & Measure)	<u>Results:</u> (<i>Key Result Measures Italicized</i>) 85% of media articles relating to OP are favorable (estimate will be based on PIO log rather than on monitoring service report) <u>Outputs:</u> # employee information pieces produced for distribution # of media requests handled # speaking engagements delivered <u>Demand:</u> # [Agency] employees # annual outreach campaigns # media requests <u>Efficiency:</u> \$ per inquiry response \$ per informational piece developed \$ per media request handled
Responsible Program Manager	DAVID KING
Responsible Activity Manager	DAVID KING
FY 2005 Budget (Gross Funds)	\$50,728
FTE's	0.5

PROGRAM	Agency Management
Activity	Customer Service³
Activity Purpose Statement	The purpose of the customer service activity is to implement the District's customer service standards so that customers can access and receive OP services in a satisfactory professional, responsible and timely manner.
Services that Comprise the Activity	<p>Telephone number Verifications</p> <p>Performance Data and Trend Analysis Reports</p> <p>Internal Quality Assurance Monitoring Services</p> <p>Agency Call Center Responses (Where Applicable)</p> <p>Agency Call Center Intakes (Where Applicable)</p> <p>Acknowledgment Letters to Constituents</p> <p>Letter Routing and Tracking Services</p> <p>Customer Service Technology System Installations</p> <p>Customer Service Technology System Training Sessions</p> <p>Customer Service Business Partner Sessions</p> <p>Customer Service Information Reference Materials</p> <p>Customer Service Public Service Announcements</p> <p>Service Delivery Schedules</p> <p>Customer Service Awards and Acknowledgements</p> <p>Agency-specific Customer Surveys</p>
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p><i>Rating of 4-5 on all four telephone service quality criteria</i></p> <p><i>1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)</i></p> <p>% of Telephone calls returned within 48 hours</p> <p>% of Calls to Agency Call Center answered within 2.5 minutes (where applicable)</p> <p>% of Voice Mail Boxes with appropriate greeting</p> <p>% ALL Correspondence acknowledged within 48 hours</p> <p>% Correspondence to Mayor acknowledged within 48 hours</p> <p>% US Mail Correspondence to agency acknowledged within 48 hours</p> <p>% E-Mail Correspondence to agency acknowledged within 48 hours</p> <p>% of ALL Correspondence resolved within timeframe committed</p> <p>% of Correspondence to Mayor resolved within timeframe committed</p> <p>% of US Mail Correspondence to agency resolved within timeframe committed</p> <p>% of E-Mail Correspondence to agency resolved within timeframe committed</p> <p>% of eligible agency employees who receive customer service training</p> <p>Outputs:</p> <p># calls to agency call center (where applicable)</p> <p># of letters and e-mail to the Mayor routed to [Agency]</p> <p># of letters and e-mail received directly by agency</p> <p># of performance/trend reports</p> <p># of agency employees trained in customer service</p> <p>Demand:</p> <p># calls to agency call center (where applicable) anticipated</p> <p># of letters and e-mail to the Mayor routed to [Agency] anticipated</p> <p># of letters and e-mail received directly by agency anticipated</p> <p># of performance/trend reports anticipated</p> <p># of agency employees eligible to be trained in customer service</p>

³ See http://dc.gov/mayor/customer_service/index.shtm for details on the District's Customer Service Standards

	Efficiency: \$ per call to agency call center (where applicable) \$ per response to letter/email
Responsible Program Manager	DAVID KING
Responsible Activity Manager	GWEN MCCALL
FY 2005 Budget (Gross Funds)	\$121,066
FTE's	1.8

PROGRAM	Agency Management
Activity	Performance Management
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance reporting and evaluation services to the Mayor, Council, Congress and the general public so they can assess the extent to which District agencies achieve their strategic goals and performance targets.
Services that Comprise the Activity	Agency Strategic Business Plans (Biennial) Performance Contracts (Annual) Monthly Performance Reports Performance Accountability Plans (Incorporated Into Budget) Performance Accountability Reports to Council Scorecards Neighborhood Cluster Database
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> % of Key Result Measures Achieved (FY04 target: 70%; FY05 target: 70%) % of Neighborhood Cluster Database commitments achieved % of FY 2003 Performance Evaluations of PMP-eligible employees conducted % of FY 2004 Individual Performance Plans developed for PMP-eligible employees completed</p> <p>Outputs: 12 monthly performance reports 4 quarterly Scorecard updates # of performance evaluations of PMP-eligible employees conducted # of Individual Performance Plans developed for PMP-eligible employees</p> <p>Demand: 12 monthly performance reports 4 quarterly Scorecard updates # of PMP-eligible employees due for FY 2003 evaluations # of PMP-eligible employees on staff in FY 2004</p> <p>Efficiency: \$ per monthly report \$ per performance evaluation \$ per individual performance plan \$ per scorecard</p>
Responsible Program Manager	DAVID KING
Responsible Activity Manager	EDWARD GIEFER
FY 2005 Budget (Gross Funds)	\$77,934
FTE's	0.8